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ND

DEPARTMENT OF THE NAVY  
Office of the Chief of Naval Operations  
Washington, DC 20350-2000

CH-1 of 12 June 1989  
OPNAVINST 1740.3  
OP-152  
1 March 1982

OPNAV INSTRUCTION 1740.3  
CHANGE TRANSMITTAL 1

**From:** Chief of Naval Operations  
**To:** All Ships and Stations (less Marine Corps field addressees not having Navy personnel attached)

**Subj:** NAVY SPONSOR PROGRAM

**Ref:** (a) MILPERSMAN 1810580  
(b) NAVMILPERSCOMINST 1720.3B  
(c) OPNAVINST 5352.1  
(d) Enlisted Transfer Manual (NAVPERS 15909C)  
(e) Retention Team Manual (NAVPERS 15878E)

**Encl:** (1) Navy Sponsor Program Guide

**R) 1. Purpose.** To issue revised policy regarding, to focus attention on, and to describe key elements of the Navy Sponsor Program.

**2. Action.** The Navy Sponsor Program was established by the Chief of Naval Operations in 1970 to facilitate the relocation of naval personnel and their families when transferred on permanent change of station (PCS) orders. Although the program has enjoyed some success and has aided thousands of Navy families, its full potential has yet to be realized by many personnel. This instruction is designed to facilitate effective implementation of and active participation in the Navy Sponsor Program at all commands and units. A well administered Navy Sponsor Program can ease the difficulties encountered by naval personnel and their families during each PCS move. It will contribute to the reduction of the apprehensions normally associated with any PCS move. Each member of the naval service is important to the command and the Navy. A dynamic command Navy Sponsor Program will demonstrate this to the member and his or her family.

**3. Policy.** The Navy Sponsor Program Guide, (enclosure (1)), is provided to assist commands in developing a Navy Sponsor Program that will benefit all personnel and will be feasible to maintain and evaluate. The intent of this guidance is not to change existing programs that have produced good results, but rather to help those commands that feel the need to revitalize their current program and/or procedures. While providing a basic Navy-wide Sponsor Program model, enclosure (1) should be tailored to individual command needs.

**a.** Innovative ideas to enhance a command's Navy Sponsor Program should be encouraged and sought from all members of the command.

**b.** Commanding officers should be guided by enclosure (1) in the selection of sponsors.

**4. Action.** Commanding officers and unit commanders will maintain an effective Navy Sponsor Program. In reviewing or establishing a command Navy Sponsor Program, commanding officers should be guided by the information contained in references (a) through (e). At shore activities having deployable tenant commands, the non-deploying Intermediate Superior In Charge (ISIC) should establish procedures where a sponsor may be assigned when subordinate units are deployed. Training/School commands should implement the sponsor program within their capabilities to assist incoming military students and their families. Where established, Family Service Centers (FSCs) should be utilized to the fullest extent possible by tenant commands in support of the Navy Sponsor Program.

**a.** Assignment of Sponsors

**(1)** A sponsor will be assigned for all PCS transfers. **(R)**

**(D)**

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(2) At school commands, procedures  
R) will be established by the transferring activity  
to provide homeport/country specific information  
packages for all personnel being transferred on  
PCS orders.

b. Appendix L of enclosure (1) is provided  
as a means by which commands may evaluate  
the effectiveness of their Navy Sponsor Program.

A) c. The Inspector General will review the  
effectiveness of each command's Navy Sponsor  
Program during command inspections.

D)

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NAVY SPONSOR PROGRAM GUIDE  
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Enclosure (1)

I. HOW TO MAKE THE NAVY SPONSOR PROGRAM WORK

Below is a list of points to consider when determining what specific command procedures are necessary when instituting, upgrading or evaluating a command sponsor program.

A. Attention by detaching command is required to ensure that members transferring realize the benefits of the Navy Sponsor Program and that they communicate with their sponsor. (R)

B. Special attention by receiving commands is required in order to ensure that prospective members, in fact, receive advance accurate and complete information prior to their detachment and transfer. Personal contact through letter(s), message(s), and telephone call(s) is essential.

C. Many sponsors need to be briefed not only on their responsibilities but also on the importance of their duties in view of the impact relocation has on retention.

D. Limited advance notice (especially on those reporting to their first duty station) requires ingenuity and immediate responsiveness on the part of the detaching command, the receiving command and the sponsor. When member receives insufficient time from receipt of orders to date member is due to report, additional assistance is required by detaching command to contact receiving command to expedite assignment of sponsor. In this event, receiving command should be contacted via telephone or message and provided vital information i.e. marital status, number of dependents, leave address, etc. (R)

E. In some geographical areas a few commands have outstanding sponsor programs while others have ineffective programs. There is much to be gained by sharing information and procedures so that some individuals do not suffer the consequences of a program that needs revitalization.

F. Within 72 hours of reporting on board, reporting member and sponsor meet with commanding officer or executive officer. (A)

G. Establish an internal monitoring/evaluation system to ensure the program works. A sponsor board that meets periodically to review feedback is one mechanism a command can establish. Appendix L is provided for command self-evaluation of its Navy Sponsor Program.

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H. Other organizations such as Personnel Support Activities (PSAs) and Detachments (PSDs), and Family Service Centers (FSCs) are valuable resources to support command Navy Sponsor Programs. Responsibilities for interfaces with such organizations must be clearly understood to avoid gaps and delays. They cannot be allowed to substitute for the command's direct communication with the member.

## II. ON CHOOSING A SPONSOR

A. Once a command has an established procedure for implementing its Navy Sponsor Program, the main component needed to ensure that it is carried out effectively is the individual sponsor. Below is a compilation of skills and attitudes that could make the difference between just assigning someone to act as a sponsor or actively choosing the person(s) most qualified. A good sponsor will usually have the following qualifications:

- A) 1. Be an E-5 or above when possible (for all prospective E-5's and below) and equivalent for E-6's and above.
- R) 2. Be scheduled to remain on board the command for at least 6 months after the arrival of the incoming person.
- 3. Be familiar with the command and its location or homeport.
- 4. Be available to assist the newcomer during the first few days after arrival.
- R) 5. Be knowledgeable about available resources (i.e. Family Service Center, Housing, etc.) so that if information is needed, he or she knows where to get it.
- 6. Be familiar with applicable command procedures and instructions.
- 7. Be willing to do more than the minimum to ensure a smooth transition to the new command.
- 8. Be someone whose attitude will create a positive first impression.
- 9. Be someone who believes in the potential value of the program.

B. Experience has shown that commands with highly effective Navy Sponsor Programs not only take great care in the selection of sponsors but they also provide support and incentives. Many of these programs have organized a Sponsor Board, designated a Navy Sponsor Program coordinator, and have a group of individuals that have been specifically trained for their role as a sponsor. (R)

### III. FOR THE SPONSOR

Knowing what to expect and having a specific contact person at a new duty station can make the difference between a good move and a bad one. The sponsor can play a major role in making it a good move. Although the member may have mixed feelings about being assigned as a sponsor, the member must also realize that the success of any program rests with those who are charged with the responsibility for implementing it. Even if the member did not "volunteer," the member should look upon their duties as challenges and opportunities that will be worth the time and effort they put into them. Duties of a sponsor can be broken down into three phases: (1) pre-arrival, (2) arrival, and (3) post-arrival. The following checklist is provided as a means of ensuring that the sponsor takes all the necessary actions. (R)

#### A. PRE-ARRIVAL

Once you have been assigned as a sponsor you should consider the following:

1. Read your command instruction on the Navy Sponsor Program.

2. Draw upon the knowledge gained from your own experience as a newcomer.

3. Draw upon your experience with the Navy Sponsor Program. (If you have not found your sponsors helpful, decide what was lacking and try to make improvements.)

4. Ask previous sponsors in your division for suggestions or help in meeting your requirements. (Even if you have been a sponsor before, do not take the program for granted. The Navy wants to improve the program, not just continue present actions which have sometimes been inadequate.) (R)

(D)

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5. Contact the person you are sponsoring as soon as possible. (Use the telephone, AUTOVON if available, to begin the process of exchanging information.)

R) 6. If your command uses a form letter to welcome new members, add a short handwritten note stating that you have been assigned as the sponsor and that you will do all you can to assist them in making their move as smooth as possible. Be sure to include your work commercial and AUTOVON telephone numbers. When possible, sponsor should also include their home telephone number.

7. Make it your responsibility to ensure that the command welcome aboard package has been mailed to the new member.

8. Relay pertinent information to the individual you are sponsoring:

(a) Your address.

(b) Their new mailing address.

(c) Your work number (both AUTOVON and commercial); and your home number.

R) (d) A copy of the local newspaper including the real estate and employment section.

(e) Any other special information that would be helpful.

R) 9. If you and the new member are both married, ask your spouse to communicate with the new member's spouse. Children also would probably enjoy corresponding with other children.

10. Act as liaison between the expected arrival and base organizations. If the expected arrival has questions you cannot answer, refer them to an authoritative source.

11. Make reservations at the Navy Lodge/local motel/hotel for arriving families, or Unaccompanied Officer Personal Housing/Unaccompanied Enlisted Personnel Housing (UOPH/UEPH) for single personnel according to the member's desires.

12. Request that the new member acknowledge receipt of materials and that they keep you informed of itinerary, reporting date, and special needs.

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13. Perform other duties as required by your command's instruction, or implemented by you, to make the relocation even more successful.

B. ARRIVAL

Upon the arrival of the individual, you should consider the following:

1. Meet the incoming individual and/or family at arrival point.
2. Accompany them to temporary lodging.
3. Assist member in finding a place to eat. (A
4. Furnish the member/family with a base map, locating areas of interest. (A
5. Before departing on the first day, ensure member has information on how to contact you. (A
4. Arrange for temporary transportation if required.
5. Assist in getting the member to the exchange or commissary for immediate needs.
6. Assist the military arrival with check-in procedures.
7. Familiarize the new arrival with base facilities.
8. Introduce them to the people in the division.
9. Remember the feeling and confusion that you experienced when you first arrived, and try to be as helpful to this person as you can.

C. POST-ARRIVAL

Once the relocation has taken place, you should consider the following:

1. Continue to assist the member during the first few weeks, or months, with other needs, such as registering a car, moving into permanent housing, etc.



2. Do everything possible to help the new arrival "settle in."

D. ADDITIONAL SUGGESTIONS FOR SPONSORS AT OVERSEAS COMMANDS

Because of the critical need for additional information on the part of those being transferred to an overseas command, the sponsor should also consider the following:

1. Make telephone contact if possible, considering time differences and AUTOVON constraints.

2. Use first class mail and send pre-arrival material to the individual's leave address if that is necessary to ensure receipt.

3. Suggest that the individual contact the Overseas Transfer Information Service (OTIS) for answers to additional questions if he or she cannot easily contact you. (See Appendix J-2)

4. Make yourself available after the individual arrives and continue to assist them in the process of overseas adjustment.

\* \* \*

The above lists are not exhaustive, and sponsors are encouraged to use initiative and ingenuity to increase the effectiveness of the program. If you sponsor someone as you would want to be sponsored, the following occurs:

1. You will create a positive first impression that will have a favorable impact on job performance.

2. You will facilitate the relocation, lessening the stress for Navy personnel and their families.

3. You will have the personal satisfaction of taking on a difficult task and doing it well.

Ask yourself if you had to do it over again, what you would do differently. Make some notes and share them with others who will be acting as sponsors. Your comments about problems experienced and recommendations for improvement are critical to the continued success of the program.

IV. FOR THE PERSON BEING SPONSORED

A permanent change of station move can be a difficult experience. Personal contact with someone in the new area can facilitate the transition from one location to another. There are many pieces of information which are vital to the establishment of a new residence. (R)

After you have received your orders, you may wish to contact your new division leading petty officer, chief, or division officer by phone to establish a pre-arrival personal contact. Besides reviewing this instruction and pamphlets, such as It's Your Move, it might be helpful to check the local libraries or the Family Service Center for information about your new geographical area. Other resources, (in cases of overseas assignment, OTIS), including a description of the services offered by relocation firms, are listed in Appendix J. (R)

Hopefully your sponsor will be an asset in making your relocation go smoothly. If so, remember to thank them and inform your new commanding officer and other individuals about how much you have appreciated their support and assistance. Once you are settled, you might consider being a sponsor to someone else, drawing upon your experience as a newcomer.

V. THE COMMAND WELCOME ABOARD PACKAGE

A. The administrative officer or designated representative, should ensure that a welcome aboard package is mailed to the new member. Reference (a) requires the forwarding of activity information material. (R)

B. The welcome aboard package should include, but not be limited to:

1. Housing information.
  - (a) Government housing - waiting period.
  - (b) Civilian housing - current rental rates and availability.
2. Household goods shipment information.
3. Local military facilities.
4. School information for children (if applicable).

- A)                   5. Child care facilities and rates.
- 6. A map of the local area.
- 7. Overseas area information on what personal goods are required to make in-country living comfortable at overseas commands.
- R)                   8. Detailed and up-to-date information on pass-ports, visas, local economy, availability of housing and furniture, automobile restrictions/insurance, electrical cycle and voltage requirements and temporary lodging allowance (TLA) criteria (overseas commands), etc.
- 9. A command welcome aboard letter that should include, but not be limited to, the following (see Appendix D for sample letters):
  - (a) Brief description of the command and its location (include the remoteness and the fact that public transportation is available/not available, if applicable, etc.)
  - (b) Prospective assignment.
  - (c) Military duties and watches.
  - (d) Uniform requirements.
  - (e) Information on the area.
  - (f) Schools (if necessary).
  - A)                   (g) Child care facilities.
  - (h) Use a returnable information sheet (to provide special information on ages of children, special schooling/needs or housing requirements).

APPENDIX B

Appendix B is an example of a Sponsor Checklist

Appendix B to  
Enclosure (1)

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SAMPLE SPONSOR CHECKLIST

1. Write a "Welcome Aboard" letter to your new shipmate. Some points to include. Appendix G provides sample formats:
  - a. Introduce yourself and give a warm welcome aboard.
  - b. Include a copy of the rental/for sale advertisements from the local paper in any correspondence with the new member. If member is married, include copy of employment advertisements from the local paper. (R)
  - c. Provide the member information on how they may contact you (your home address and telephone as well as your work telephone both AUTOVON and commercial numbers). (R)
  - d. Ask them about dependents. If they will accompany, mode of transportation, ages, etc.
  - e. Ask them to keep you posted on their travel and arrival plans. You are required to keep the Navy Sponsor Program coordinator/personnel support officer informed of any changes the member may make.
2. Provide follow-up letters or phone calls to answer any questions the new member may have.
3. Ensure transportation is available from place of arrival to the command and temporary lodging if the member requests it. (R)
4. Prior to the member's arrival, check on the housing availability. Inform the member if housing will be available upon reporting or if they need to make arrangements for temporary lodging. Help the member with it if necessary. (Make sure the new member checks in to the Housing Referral Office prior to renting or buying a house. This is a must).
5. Escort the individual through the process of checking in.
6. Help the member locate the Personal Property Office to check on household goods and/or private auto shipments. This may be done before the member reports in for duty.
7. Provide a tour of the base, pointing out the commissary, exchange, Family Service Center, etc., and off base areas if the member desires. (R)

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8. Remain an escort to the individual as long as necessary, at least until they know their way around and feels comfortable.
9. If unaccompanied, escort to UOPH/UEPH for room assignment.
10. Explain emergency entrance to dispensary after normal working hours. (If applicable.)
11. Be sure to confirm flight arrival time by calling the airlines. (If applicable.)

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Appendix B to  
Enclosure (1)

APPENDIX C

SPONSOR ASSIGNMENT LETTER/MEMO

Appendix C includes examples of a command sponsor  
assignment letter and assignment memorandum

Appendix C to  
Enclosure (1)

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Sample Sponsor  
Assignment Memo

---

(Date)MEMORANDUMFrom: Administrative Officer,  
To:

Subj: Sponsor; assignment of

Ref: (a) (Command/Unit) INST 1740.3B

Encl: (1) Sponsor Information Sheet  
(2) Copy of EPAD or Orders

1. In accordance with reference (a), request you assign a sponsor for.

---

(Rate) (Name) SSNINBOUND FROM 

---

Mailing address of activity: 

---

2. Have sponsor comply with enclosure (1) and return this memo with a copy of the sponsor's letter to NAS Admin, Attn: Personal Services Center within 5 days ( ) as required by reference (a).

3. Complete the following information:

Name of sponsor 

---

 Rate 

---

Mailing Address of sponsor 

---

Phone number of sponsor (commercial) 

---

(autovon) 

---

Very respectfully,



MEMORANDUM FOR \_\_\_\_\_

Subj: Sponsor for incoming personnel

Ref: (a) (Command/Unit) INST 1700.2A

Encl: (1) Copy of Command Sponsor Letter  
(2) Sponsor Checklist  
(3) Sample Sponsor Letter

1. In accordance with reference (a), you have been designated as the sponsor for \_\_\_\_\_.
2. He/She is due to report to \_\_\_\_\_ no later than \_\_\_\_\_.
3. \_\_\_\_\_ is currently attached to \_\_\_\_\_ and is due to transfer \_\_\_\_\_.  
\_\_\_\_\_. Mailing address: \_\_\_\_\_.
4. Please write him/her a personal welcoming letter within five days. Use enclosures (2) and (3) as a guideline and be sure to forward a copy of your letter to the Administrative Department for filing.
5. As you are \_\_\_\_\_'s sponsor, please offer your assistance in any way possible. This includes your meeting him/her at \_\_\_\_\_ or elsewhere depending on his/her desires.
6. I must emphasize the great importance of your performance as a sponsor. You will provide \_\_\_\_\_ with his/her first impression of \_\_\_\_\_ and the initial impression is crucial to the individual's long term attitude toward \_\_\_\_\_ and the Navy. I urge you to continue to express an interest in \_\_\_\_\_ until he/she has become familiar with \_\_\_\_\_ and his/her new duty assignment.

Administrative Officer

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APPENDIX D

SAMPLE WELCOME ABOARD  
LETTER TO MEMBER

Appendix D contains examples of  
welcome aboard letters to members  
prepared by the Command

Appendix D to  
Enclosure (1)

1 MAR 1982

SAMPLE WELCOME ABOARD  
LETTER TO MEMBER

Date:

Dear Petty Officer,

We were pleased to receive notice of your orders to \_\_\_\_\_. As your Commanding Officer, I can assure you that we need your talents aboard. \_\_\_\_\_ is a \_\_\_\_\_, homeported since commissioning in \_\_\_\_\_ and now a unit of \_\_\_\_\_ at \_\_\_\_\_. From your orders, we understand that you will report in \_\_\_\_\_. In the event that you have dependents, you should communicate with the \_\_\_\_\_ Navy Housing Office as soon as possible by sending a letter with copies of your standard transfer orders. Immediate permanent housing upon arrival is rarely possible, but you will be ahead of the housing situation by exchanging information as early as possible.

Your sponsor is \_\_\_\_\_. He/She can be reached by calling area code \_\_\_\_\_. If you wish to write, his address is \_\_\_\_\_.

The \_\_\_\_\_ area is fairly compact, with rental prices fairly high. Seasonal contrasts in weather are dramatic enough to require a full sea bag of uniforms and civilian attire; schools are generally good.

The \_\_\_\_\_ will be deployed overseas until \_\_\_\_\_, however, if you need information you can call the \_\_\_\_\_ Administrative Officer, \_\_\_\_\_, at \_\_\_\_\_ or autovon \_\_\_\_\_.

Welcome to \_\_\_\_\_.

Commanding Officer

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Appendix D to  
Enclosure (1)

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Sample Welcome  
Aboard Letter

Date:

Dear Petty Officer

Let me take this opportunity to welcome you aboard \_\_\_\_\_ and give you some information about the ship's schedule, routine, and homeport.

We are attached to \_\_\_\_\_ and hold refits alongside a tender in \_\_\_\_\_. We fly there as a crew from our off-crew location in Pearl Harbor, Hawaii and are next scheduled to leave in early January 19 \_\_\_\_\_. Our normal refit and patrol cycle runs about three to three and one-half months, and we are scheduled to return to Pearl Harbor late April 198 \_\_\_\_\_. The specific dates are vague since actual dates are classified, but they should be of some help to you in your planning.

Some information about Pearl Harbor, and the island of Oahu on which it is located. The average year-round temperature is in the 70's so lightweight clothing is all that is necessary for dependents. Military personnel, of course, must bring a full sea bag, but may expect to get extensive use of their tropical uniforms. The evenings do get cool, and lightweight sweaters or sportjackets can be comfortable.

Military commissaries and exchanges are plentiful on the island and should cover all of your shopping needs. The exchanges carry everything from sewing thread to freezers and air conditioners. Hours are arranged at the various stations so that some place is open seven days a week. Civilian stores cover all areas as well, including several large shopping centers.

If you desire any further information or assistance of any nature, feel free to ask. Your sponsor is \_\_\_\_\_ and he or I can be contacted by mail at the ship's address or by phone in the off-crew office \_\_\_\_\_ or through \_\_\_\_\_ at \_\_\_\_\_. Again my sincere  
WELCOME ABOARD!

Commanding Officer

Appendix D to  
Enclosure (1)

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APPENDIX E

SAMPLE WELCOME ABOARD  
LETTER TO SPOUSE

Appendix E contains an example of a welcome  
aboard letter to spouses.  
(May be used at the discretion of the Commanding  
Officer prior to, or after arrival of member.)

Appendix E to  
Enclosure (1)

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Sample Welcome Aboard  
Letter to Spouse

Date:

Dear Mrs. \_\_\_\_\_,

I would like you to know that we on \_\_\_\_\_ are most pleased to have your husband, Petty Officer \_\_\_\_\_, as a member of the crew. He is joining an exceptional group of men who operate and maintain \_\_\_\_\_ with skill and great pride in their accomplishments. I look forward to working with your husband and have every confidence that he will become a valuable member of the \_\_\_\_\_ Gold/Blue Crew.

\_\_\_\_\_ is one of our Navy's nuclear fleet ballistic missile submarines. It has been built and overhauled to the most exacting engineering and safety standards which modern technology can develop. The task of operating and maintaining her is a demanding one, and one in which the talents and efforts of your husband are truly needed. Each man on board is important to this effort and each man is provided the instruction and training which he needs to quickly learn his job and shoulder his particular responsibilities. In turn, I expect each man to work, to learn his job, to develop his talents and to conduct himself responsibly both on and off the ship.

Having been in the Navy for some 18 years, I think I realize how much you (and your children) mean to your husband and what it means to you when he is at sea. I can not change the fact that \_\_\_\_\_ will go to sea, but I would like you to know that I appreciate the support you give your husband and fully recognize that he can not give his best to his job without that support. The job your husband is doing is clearly recognized as important by every responsible authority in our nation's government and it is a job of service which you can look upon with great pride. I look with equal pride on the wonderful service given by the Navy wife.

I encourage you to join in the many Navy activities which are available to you and hope that you have met the wives of some of the \_\_\_\_\_ crew or will in the near future. I'm sure you will make new friends among the crew, and their friendship will enrich the lives of you and your husband.

I assure you that I consider the safety and well-being of your husband one of my primary responsibilities. If he should need my help or advice my door is always open to him. Additionally, if you should have the need to communicate with me concerning your

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husband, please feel free to write at the above address or to call me or my Executive Officer (\_\_\_\_\_). Should the ship be at sea and an emergency arise which requires you to communicate with me or your husband, you can contact \_\_\_\_\_ (\_\_\_\_\_) and he/she will arrange for the squadron to communicate with the ship if it is deemed necessary. If you can not contact him/her, you can contact the Personnel Officer, \_\_\_\_\_ Representative at Pearl Harbor (\_\_\_\_\_). Our command Ombudsman is \_\_\_\_\_, and she can be reached at \_\_\_\_\_.

I will keep your husband advised of the ship's operating schedule so that he can pass the information on to you. The ship's schedule should not be discussed outside the \_\_\_\_\_ family. I appreciate the necessity of your knowing when your husband will be away and when he will return. If the ship's schedule should be changed when we are at sea, you will be notified by one of the other \_\_\_\_\_ wives of the change as soon as the information can be made available to you.

I am enclosing a pamphlet which will give you a brief description of the ship. I look forward to meeting you and am pleased to have you both aboard.

Sincerely,

Commander, United States Navy  
Commanding Officer

Enclosure

APPENDIX F

SAMPLE WELCOME ABOARD  
LETTER TO MEMBER'S PARENTS

Appendix F contains example of a welcome  
aboard letter to a member's parents  
(May be used at the discretion of the Commanding  
Officer, normally after arrival of member)

Appendix F to  
Enclosure (1)



1 MAR 1982

Sample Welcome  
Aboard to Parents

Dear \_\_\_\_\_,

Your son has recently reported aboard my command where he will play a most significant role in the defense of our country and in displaying the overseas diplomacy so vital to our nation's defense. As you will see during the next few years, the aircraft carrier to which your son's squadron is assigned is the most powerful deterrent to a pre-emptive Soviet strike against us and our allies. The presence of this ship and air wing also gives strong moral support to local efforts against communist takeover and lends stability to democratic governments.

\_\_\_\_\_ will visit many ports in the Mediterranean Sea and the Atlantic Ocean where he will have the opportunity to directly influence world opinion of American Navy men, Americans and the United States of America. His chosen profession is tremendously exciting and rewarding and I assure you that the squadron will assist him in attaining the highest level of job satisfaction, comradeship and training.

We intend to assist \_\_\_\_\_ in advancing in pay grade as rapidly as possible consistent with Navy requirements and the intensity of his desire. Keep in mind the benefits of advancement go far beyond the increase in pay. The increased prestige, authority, responsibility and technical skill gained through advancement can be tremendously satisfying and better prepare him for pinning on the anchors of a Chief Petty Officer which should be his goal.

Navy life is very demanding and our families must be understanding during the periods of separation. Navy families are very special. They are the key to a successful career for their son. We call upon you to assist us in making \_\_\_\_\_ tour with \_\_\_\_\_ both enjoyable and productive. Your encouragement and obvious pride in his chosen profession and his accomplishments will be a source of deep satisfaction to him. May I suggest that your letters from home be frequent and that you understand should there be times when he falls a little behind in responding. The words "Mail Call" sounded over the ship's loudspeaker are magic to the Navy man. Through our squadron Family-grams we will keep you advised of our activities and travels.

The insignia of Fighter Squadron \_\_\_\_\_ is the \_\_\_\_\_ taken from the familiar pirates flag flown by the jolly rogers during the early years of our country. These bands of hearty seafarers were hard fighting men who would attack swiftly and ferociously in battle. They were a brotherhood who shared the

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hard times as well as the good times and were better men for it. The emblem serves to remind those who would strike us that we are a team of exceptionally capable fighting men standing at the ready to protect the American way of life. Your son will be as proud to be a Jolly Roger as we are proud to have him in this command.

The airplane that we fly is the F-14 Tomcat, the most sophisticated and powerful fighter plane in the world. The F-14 is capable of flying at well over twice the speed of sound and of shooting three different types of missiles at targets ranging from 1,000 feet out to over 100 miles. The airplane and all of the systems that are a part of it are extremely complex and require the skills and knowledge of many dedicated and highly trained men to keep everything in perfect working order. Flying from a ship at sea is a hazardous profession so the men who fly these fighters place the ultimate in trust in those who repair them. Your son will be given the best training available and will become a very responsible man, a skilled technician and a team player. He will mature rapidly as he advances through the ranks and will develop leadership and management skills that will benefit him greatly in his Navy career or in civilian life should he so choose.

If you have any questions regarding your son or his tour with \_\_\_\_\_, please feel free to contact me. We are pleased to have him aboard.

Sincerely,

APPENDIX G

SAMPLE SPONSOR LETTER FORMAT

Appendix G are examples of excerpts for a sponsor's letter to the newly reporting member

(Sponsor's Letters must be coordinated with command Welcome Aboard Letters)

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Sample Sponsor's  
Letter Format

(Letter should be informal and handwritten)

(The Administrative Office should provide a franked envelope.)

Dear \_\_\_\_\_,

An advance copy of your orders was received on board  
(this command; USS -----; etc.,) and I have been designated as  
your sponsor. My work mailing address is:

\_\_\_\_\_  
\_\_\_\_\_

My work telephone number is: Commercial \_\_\_\_\_, Autovon  
\_\_\_\_\_. Should you desire, my home telephone is:  
\_\_\_\_\_. I may be contacted at home between \_\_\_\_\_ hours  
and \_\_\_\_\_ hours. (Use 24 hour clock.)

The Administrative Officer has notified me that your Welcome  
Aboard Package from the command was mailed \_\_\_\_\_;  
should you not receive it by \_\_\_\_\_ please contact me or  
the Administrative Officer at (Tel. No. \_\_\_\_\_) so that another can be  
sent immediately.

Again, let me welcome you aboard \_\_\_\_\_, and if  
there is any way I can be of further service to you, please contact  
me.

Yours truly,

APPENDIX H

EXCERPTS FROM VARIOUS  
COMMAND INSTRUCTIONS

Appendix H provides examples of specific guidance that Commands have written into their instructions to ensure that the Sponsor Program is an effective one.

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## EXCERPTS FROM VARIOUS COMMAND INSTRUCTIONS

1. The Sponsor Program is designed to ensure that all personnel reporting for duty...receive personalized welcome and assistance...The spirit of wanting to help a fellow shipmate is most important...for without it, the feeling of "Welcome to \_\_\_\_\_" would be overshadowed.
2. A sponsor will be assigned to each inbound person whether or not he or she has requested one.
3. Within five working days, the sponsor shall write a personal letter to the prospective new member.
4. The welfare and morale of Navy families are essential factors which influence career motivation. An effective Sponsor Program will benefit both the individual and the Navy.
5. Department/Division Officer's specific responsibilities are as follows:
  - a. Ensure that only those personnel who are willing and capable of carrying out all sponsor duties in a positive manner are assigned.
  - b. Ensure that the sponsor's actions are monitored and that newly reporting members are greeted with a "We care" attitude.
  - c. Ensure that the sponsor is given liberty, as required, to assist the newly reporting member.
6. When time precludes using NAVPERS 1330/2, the information shall be transmitted via other, more timely means.
7. Forward a letter of introduction to subject member within five working days. Forward a copy to the Administration Officer.
8. When the new member arrives, he/she will fill out the Sponsor Program Evaluation Form which will be forwarded to the Executive Officer.

APPENDIX I

CAREER GRAM  
(October, 1979)

Appendix I includes information that appeared  
in Issue 1-80 of the Career Gram and is presented  
for information only.

Appendix I to  
Enclosure (1)

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## CAREER GRAM

(Issue 1-80, October 1979, p.1)

All of these ideas have been successfully utilized by commands in their retention programs. While all ideas will not be applicable to every command, most may be tailored for use by individual localities.

- Selection of sponsors should be based on pay grade, marital status, etc. Reasonable assurance that the sponsor will be available when the new member arrives should be a consideration (i.e., scheduled for school, TAD, etc.).

- If possible, have the Wives Club write the new member's spouse.

- Send a letter from the command to the spouse/parents of the new member. The letter should state that the member has reported for duty and is fine. At the same time welcome spouse/parents to the "Command Family."

- Send a detailed map of the city in which the command is located and a map or detailed instructions indicating major roads/streets that lead to base, and base map or detailed instruction showing location of Housing Referral Office, medical facilities, nursery/child care facilities (with prices), Commissary and Exchanges.

- Provide maps and detailed instructions on how to reach the command from local transportation terminals. If feasible, the sponsor should arrange to meet the new member at the airport/station.

- Provide a list of guest housing (when available) and motels, or temporary lodging, in various price ranges in the area of the command to assist persons in house hunting.

- Recommend reporting during working hours to ease the check-in process.

- If the initial welcoming letter receives no reply, initiate a follow-up.

- Use a returnable information sheet (to provide special information on ages of children, special schooling or housing



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requirements, etc.). This will give added guidance for the assignment of the sponsor.

- When possible, have a bunk and locker (with name affixed) already assigned. When practical, clean linen should be in the locker and ready for use.

- A cup of coffee and a snack for those members reporting after working hours is an effective method of establishing a "We care" attitude.

- For those members arriving by POV, make sure they have parked in a legal area.

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APPENDIX J

RESOURCES

Appendix J is a list of resources  
which may prove useful before, during  
and after a change in duty stations

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Enclosure (1)

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## RESOURCES

1. Making a Home in the Navy: Ideas to Grow On. OPNAV Publication 15-2 (S/N 0420-LP-400-0200). This includes over 100 pages of helpful hints on coping with, and enjoying, Navy life. These "promising practices" have been used by Navy families and include valuable ideas on relocation, deployments, support networks, and other aspects of Navy family life. It is available through your commands supply channel from:

Commanding Officer  
Naval Publications and Forms Center  
5801 Tabor Avenue  
Philadelphia, PA 19120

Single copies may be obtained by writing:

Office of the CNO (OP-152)  
Department of the Navy  
Washington, D. C. 20350

2. The Sailor's Wife by Jean Ebbert. Naval Instruction Press, Annapolis, Maryland 21402. This is a useful book on all aspects of Navy family life. The chapter "On the Move" includes the following comments on the Sponsor Program:

"Your husband's new Commanding Officer will know when your husband is to report and will ask another Navy family already on board to act as your sponsors. They will probably write to you ahead of time to say they look forward to meeting and welcoming you. When you reply to their letter, ask them any questions you haven't yet found answers to. Think of them as friends you haven't met yet." (p. 71).

For a copy of the book, check your local base library or Family Service Center.

3. One excellent resource for those with orders to overseas commands is the Overseas Transfer Information Service (OTIS). Although the staff cannot provide the "Welcome Aboard" packets because this function is the receiving command's responsibility, they can provide the names of people who have recently returned from the area to which you will be assigned. They can also provide answers to just about any specific question you may have. Call OTIS at (202) 694-8392. You can call collect or, if an autovon line is available, just dial 224-8392.

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4. From an individual's standpoint, a transfer represents not only a challenge but also an opportunity to prepare for advancement. It can however also generate fear-- fear of the unknown and, if the individual is married, fear of uprooting the family. There are now a number of firms that specialize in helping individuals deal with the human needs that must be addressed when relocating. These companies can be a valuable resource in handling the emotional effects of the move on the entire family that is transferred. Some of these firms not only prepare customized relocation packets and assist in providing job linkages for spouses, but they also conduct seminars and offer counseling to help each family member make a positive adjustment. Because there are so few of these firms in existence, they will probably be found in the yellow pages under "Management Consultants" rather than "Relocation Firms."

5. Sea Legs is a useful handbook for the Navy family. It not only provides a brief history of the Navy but it also describes over 35 services that are available to Navy families. It can serve as a source of information on many of the questions that arise during a transfer to a new duty station. It is available at most commands (S/N 0500-LP-275-4711) or can be obtained by writing or calling the Navy Wifeline Association, Building 210, Washington Navy Yard, Washington, D.C. 20374; (202) 433-2333, A/V 288-2333.

6. A Human Resource Management Center, or Detachment, will also be able to provide useful information especially for those who are being transferred to an overseas command. Many of these centers not only provide training to new arrivals but they also provide workshops to train sponsors.

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APPENDIX K

THE SPONSOR PROGRAM  
AT CBC PORT HUENEME

Appendix K is a brief description of how this  
Command is currently operating the Sponsor  
Program.

Appendix K to  
Enclosure (1)

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NAVAL CONSTRUCTION BATTALION  
CENTER  
PORT HUENEME, CALIFORNIA

Rather than just continuing to operate the Sponsor Program the way they have for years, the Naval Construction Battalion Center (CBC) at Port Hueneme has developed an innovative program for the 1980's. The necessary modifications and improvements became obvious after a survey was taken which showed that 90 percent of the new arrivals had no knowledge of having a sponsor or did not know what a sponsor was. Equally alarming was the fact that of the 10 percent who knew they had a sponsor, only 1 percent had any contact at all with their sponsor prior to arriving at CBC.

With the active support of the Commanding Officer a brainstorming session was held to decide what needed to be done to improve the program. Staff members of the Family Services Center joined the Master Chief Petty Officer of the Command, the Command Career Counselor and the Military Affairs Officer to draw up the revised procedures. Meetings were then held with Department Heads and service providers to ensure that all of the key individuals were aware of the changes.

The Department Heads not only hand picked the sponsors but also established a point of contact within their departments to facilitate liaison with the Family Services Center's Sponsor Coordinator. Assignment as a sponsor is a recognized collateral duty and feedback is provided for the individual's evaluation. Each sponsor attends a short training session on the responsibilities and functions of the program, and is provided ongoing assistance by the FSC staff. Seventeen sponsors have recently been recognized by the Command for their outstanding performance. The Commanding Officer presented each of them with a certificate and letter of appreciation for a job well done.

The specific procedures which are taken to implement this program are listed on the following page. Another exemplary aspect of this innovative program is that similar personal assistance is offered by the FSC to those who are being transferred from CBC to other duty stations. It is significant to note that while this program required a full time Sponsor Coordinator to get it functioning properly, that individual now spends only half her time in this role.

It is obvious that this Command has accepted the CNO's challenge to make people its top priority.

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CBC SPONSOR PROGRAM  
PROCEDURES

- o The Sponsor Coordinator receives a copy of all PCS orders and perspective gain sheets.
  - o He/She immediately contacts the new arrival at his/her present command to obtain pertinent information which is then written on a 5 x 8 card (see page K- ).
  - o The Coordinator then contacts the new arrival's assigned division officer, and from a prearranged list of trained sponsors they choose an appropriate one.
  - o The sponsor then meets with the Coordinator for assistance in preparing a handwritten letter to the new arrival.
  - o The letter is placed in a Welcome Aboard Packet and mailed.
  - o When this latter step is complete, the Coordinator and the sponsor call the new arrival and answer any questions that he/she may have.
  - o When the new arrival reaches the Command, it is the responsibility of the sponsor to assist the new arrival in any way possible. He/she is also responsible for assuring that the new arrival meets the Coordinator for the purpose of confirming assistance and evaluating the program.
  - o The Coordinator will maintain contact with the new arrival and/or the family during his/her transition period to assist with any needs which the sponsor may not be able to manage.
-

APPENDIX L

EXAMPLES OF TWO SPONSOR PROGRAM  
EVALUATION FORMS

Appendix L includes a copy of the evaluation form used by the Navy in 1972 and also a copy of the current form utilized by Naval Submarine Base Bangor.



12 JUN 1989

SAMPLE NAVY SPONSOR PROGRAM QUESTIONNAIRE

Your help is requested in evaluating the effectiveness of our Navy Sponsor Program. We ask that you complete this questionnaire based on your experiences on your recent PCS transfer. Upon completion, request forward questionnaire to the Family Service Center/Command Master Chief.

NAME: \_\_\_\_\_ RANK/RATE: \_\_\_\_\_  
 DATE ARRIVED AT UNIT: \_\_\_\_\_ ASSIGNED TO (DEPT/DIV): \_\_\_\_\_  
 NAME OF SPONSOR: \_\_\_\_\_ RANK/RATE OF SPONSOR: \_\_\_\_\_

1. Were you assigned a sponsor before arriving?

2. Are you:

Married (Accompanied) \_\_\_\_\_ Single (Unaccompanied) \_\_\_\_\_  
 Married (Unaccompanied) \_\_\_\_\_ Single (Accompanied) \_\_\_\_\_

3. Did your sponsor assist you in the following:

<u>YES</u>	<u>NO</u>	
___	___	a. Meet you upon arrival?
___	___	b. Arrange temporary transportation for job and initial shopping needs?
___	___	c. Arrange for temporary housing?
___	___	d. Have a positive attitude toward command and local area?
___	___	e. Write to you before you arrived in the area? If so, how many times?
___	___	f. Were your questions answered timely and accurately?
___	___	g. Show you around the command, base and local area?
___	___	h. Assist you in other areas to get settled?

4. What information did you receive from your sponsor and command prior to arriving?

\_\_\_\_\_ Letter only \_\_\_\_\_ Both  
 \_\_\_\_\_ Packet of Information only \_\_\_\_\_ Nothing

5. Overall, how would you rate the helpfulness of your sponsor?  
 (Rate 1 (VERY POOR) to 5 (EXCELLENT)).

1                      2                      3                      4                      5

6. Please use the back of this page or a separate sheet to make any remarks, criticisms, or recommendations concerning this command's Navy Sponsor Program. Thank you.

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SPONSOR PROGRAM EVALUATION

1. What did your previous command tell you about the Sponsor Program?
2. Did you understand it?
3. Did you receive the "Welcome Aboard" letter and package of information on the local area before you were detached?
4. Did you receive a letter or phone call from your assigned sponsor?
5. Did you contact your sponsor? If so, how?
6. Were your questions answered in a timely and adequate manner?
7. Do you feel that the Sponsor Program was of any help to you?
8. What other sponsor assistance would have been helpful to you?
9. Any comments?
10. Sponsor's name: \_\_\_\_\_

\_\_\_\_\_  
Signature (Optional)